

## Uplift Education Board Retreat Meeting Minutes

Friday, September 22nd, 2023, at 11:45 a.m.

A retreat/meeting of the Board of Uplift Education was held on the date and time listed above.

Called to Order: 11:45a.m.

Adjourned: 5:31p.m.

### Executive Committee Members Present:

1. Cullum Clark
2. Lael Melville
3. Simon Chen
4. Pilar Davies
5. Ricky Garcia
6. Rusty Jagers
7. Andre McEwing
8. John McPherson
9. Harold Montgomery
10. James Stanton
11. Christine VanDeVelde

<i>TOPIC</i>	<i>DISCUSSION/CONCLUSIONS</i>	<i>ACTIONS</i>
I. Board Member Arrival		
II. Call to Order, Community Forum, and Objectives for the Day	<p>At 11:45a.m., C. Clark took attendance, announced a quorum of the Board was present, and welcomed and thanked those present to the retreat. C. Clark next remarked on the governance duties of the Board.</p> <p>No community members were present to speak during the Community Forum.</p> <p>Y. Bhatia reviewed the objectives for the day, including the following:</p> <ul style="list-style-type: none"><li>• Understand our detailed performance from last school year and our plans for this school year</li><li>• Provide an overview of the pro-bono work we did with Bain &amp; Company this summer and the progress made to date executing on that work</li><li>• Share how the Board will engage this year through the work of our committees to support our overall mission and goals</li></ul>	
	<p>Y. Bhatia presented the Overview of Strategy and Outcomes from FY23 on Key Organizational Metrics, including the following:</p> <ul style="list-style-type: none"><li>• A review of the Uplift Vision Statement</li><li>• Big picture numbers<ul style="list-style-type: none"><li>○ 23K scholars</li><li>○ 45 schools/21 campuses</li><li>○ 78% of scholars are economically disadvantaged</li><li>○ 188 designated teachers</li><li>○ 2500 total teachers and staff</li></ul></li><li>• A review of Uplift's geographic footprint</li><li>• A review of the organizational structure</li><li>• Strategy for FY24 will focus on four key areas:<ul style="list-style-type: none"><li>○ Continue to focus on strong academic achievement and levels of college readiness</li><li>○ Build out our healthcare and IT career pathways</li><li>○ Ensure our network is fiscally healthy</li></ul></li></ul>	

<p>III. Overview of Strategy and Outcomes from FY23 on Key Organizational Metrics</p>	<ul style="list-style-type: none"> <li>○ Be the best place for public K-12 educators to work in DFW</li> <li>● A review of headwinds we are facing</li> <li>● How we are defining success for FY24/Board level metrics             <ul style="list-style-type: none"> <li>○ Fiscal health:                 <ul style="list-style-type: none"> <li>▪ 1. Total philanthropic funds raised of \$10M for 2023-24 school year</li> <li>▪ 2. Budgeted enrollment of x* as of September 15, 2024/ Budgeted enrollment of 22,342 as of May 31, 2024</li> <li>▪ 3. Maintain average attendance rate of 94% for the 2023-24 school year</li> </ul> </li> <li>○ Staff retention:                 <ul style="list-style-type: none"> <li>▪ 4. Retain 75% of our instructional staff (teachers + TAs + interventionists) from September 1, 2023 through September 1, 2024</li> </ul> </li> <li>○ Academic achievement/ College &amp; Career readiness:                 <ul style="list-style-type: none"> <li>▪ 5. Achieve network average of 45% meets/masters on STAAR math and reading in 3rd-8th grades</li> <li>▪ 6. Achieve estimated college completion rate for the class of 2024 of 43%</li> <li>▪ 7. Achieve 40% of seniors scoring college-ready on ACT or TSI</li> <li>▪ 8. Achieve 75 participants (alumni + seniors) in healthcare pathways program</li> </ul> </li> </ul> </li> <li>● Board metrics looking backward and forward</li> </ul>	
<p>IV. Academic Update</p>	<p>R. Washington presented on the Academic Update, including the following;</p> <ul style="list-style-type: none"> <li>● Executive Summary             <ul style="list-style-type: none"> <li>○ We Are Continuing to Academically Prepare Our Scholars for College and Career</li> <li>○ What Will it Take to Accelerate and Sustain Scholar College and Career Readiness</li> <li>○ How are We Going to Improve College and Career Readiness</li> <li>○ How Can You Help Our Team Overcome Our Challenges?</li> </ul> </li> <li>● How are we making sense of changes from the State:             <ul style="list-style-type: none"> <li>○ Change in State assessments and evaluation of outcomes within those changes</li> <li>○ New school TEA accountability system (the A-F Ratings changes and release delay) and what we expect the outcomes to be</li> </ul> </li> <li>● What must we do to improve scholar college and career readiness?             <ul style="list-style-type: none"> <li>○ Due to the changes in the STAAR/EOC and the change in and the delayed release of school accountability ratings, we must do the following:                 <ul style="list-style-type: none"> <li>▪ Look at question types from each STAAR/EOC exam to ensure curriculum alignment in both Math and Reading</li> </ul> </li> <li>○ Add daily explicit writing instruction in the primary division</li> <li>○ Use network created interim assessments that better aligns to new question types and college readiness rigor</li> <li>○ Focus on scholar achievement (Domain I), analyze all scholar outcome data sets by demographic groups, improve ACT/TSIA College Readiness Rates</li> </ul> </li> <li>● What have we learned thus far and what complexities are we facing?</li> <li>● What goals and tactics are we using to improve scholar college and career readiness?             <ul style="list-style-type: none"> <li>○ To improve college and career readiness we must address these three challenges:</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Improve scholar achievement in our Primary Reading (Grs. 3-5) and Mathematics (Grs. 3-9)</li> <li>▪ Increase the number of scholars who score college ready and earn college credit</li> <li>▪ Ensure scholar preparation for career pathways</li> </ul> <ul style="list-style-type: none"> <li>• Annual targets to hit our goals</li> <li>• Key strategies to narrow our focus</li> <li>• Recap of key points</li> <li>• Review of progress on the Board's 5-year college and career goals</li> </ul> <p>The board discussed nuances of college and career readiness, business ownership, "Uplift effect" of year-over-year enrollment and academic achievement, RTCC programming, healthcare programming, availability of access to healthcare programming, finances to support healthcare programming, leading indicators for college success, Pre-K, STAAR, ESSER funding, college testing, staff retention, and social support services.</p>	
V. Fifteen Minute Board Recess	The Board retired for a 15-minute recess.	
VI. Panel Discussion with School Leaders	<p>The Board returned to open session at 1:30pm and noted the same quorum of the Board was present.</p> <p>The Board next heard from a panel of school leaders, including the following:</p> <ul style="list-style-type: none"> <li>• Jabez Deacon, Academic Director of Infinity PS</li> <li>• Kendra Castro, Academic Director of Elevate HS</li> <li>• Brandee King, Academic Director of Heights MS</li> </ul> <p>The panel was moderated by Priscilla Parhms and Jonathan Dant, Deputy Chiefs of Schools.</p> <p>Topics for the panel included: journey to the role, staffing challenges and responding to coaching, PLCs, goals post-pandemic, emphasis on writing, and how to better prepare for DP programming.</p> <p>The Board thanked the panel for their service and discussed key leadership traits.</p>	
VII. Talent Update	<p>The Talent Update was provided by A. McCall and included a presentation on the following information/topics:</p> <ul style="list-style-type: none"> <li>• Executive Summary: <ul style="list-style-type: none"> <li>○ The human capital challenges we face in the charter sector and at Uplift are growing and complex. The top three are: <ul style="list-style-type: none"> <li>▪ Higher teacher attrition</li> <li>▪ Hiring that can't keep pace</li> <li>▪ Barriers to workplace engagement and satisfaction</li> </ul> </li> <li>○ At the root of these changes, we see two things: (1) a high volume and intensity of demands on K12 staff and (2) an evolution of workplace expectations and desires that don't always fit in the set K12 model</li> <li>○ We are approaching these challenges by addressing immediate needs while also engaging in long-range thinking, problem solving, and innovation that includes: <ul style="list-style-type: none"> <li>▪ Meeting the immediate scholar and classroom needs</li> <li>▪ Adapting our recruitment/hiring practices and building out additional talent pipelines</li> </ul> </li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Understanding and addressing the key drivers of teacher engagement and satisfaction Y We have a strong, resilient organizational culture; and we continue to adapt and persevere through these challenges. <ul style="list-style-type: none"> <li>○ We have seen progress both with our retention and our vacancy rates despite sector-wide challenges and trends.</li> </ul> </li> <li>• A review of staff position types</li> <li>• Teacher tenure</li> <li>• Talent priorities and metrics: <ul style="list-style-type: none"> <li>○ Teacher retention</li> <li>○ Academic Director tenure</li> <li>○ Teacher sentiment</li> <li>○ Leader retention</li> <li>○ Teaching staff diversity</li> </ul> </li> <li>• Challenge and call to action in three areas: <ul style="list-style-type: none"> <li>○ High attrition</li> <li>○ Hiring that can't keep pace</li> <li>○ Barriers to engagement and satisfaction</li> </ul> </li> </ul> <p>The Board discussed the following: job satisfaction, what the Board can do to help, looking at retirees at potential applicants,</p>	
<p>VIII. Overview of Bain Work on Enrollment and Retention</p>	<p>The following panel presented on the Bain &amp; Company project regarding recruiting and retention:</p> <ul style="list-style-type: none"> <li>• Adam Cox, Trustee,</li> <li>• Amanda Martin, COS,</li> <li>• Jonathan Dant, Deputy Chief of Secondary Schools</li> <li>• Toya Releford, Senior Director of Family &amp; Scholar Experience</li> </ul> <p>The panel discussed the following:</p> <ul style="list-style-type: none"> <li>• The project focus areas were within recruiting and retention to best address Uplift's growing enrollment gap</li> <li>• Project conclusion: results, digital marketing, organizational structure, customer journeys, and implementation</li> <li>• Estimate that initiatives have the potential to drive enrollment beyond current section capacity projections over the next 4 school years</li> <li>• Eight key recommendations</li> <li>• A review of the redesigned organizational structure</li> <li>• Recruiting implementation update: <ul style="list-style-type: none"> <li>○ Revised media strategy</li> <li>○ Introduction of new Senior Director of Marketing, Pamela Ten Eyck</li> <li>○ Redesigned recruiting team</li> <li>○ A review of tools to ensure seamless customer journeys and visibility</li> <li>○ Recruiting "customer journey"</li> <li>○ Recruiting dashboard</li> </ul> </li> <li>• Retention implementation update <ul style="list-style-type: none"> <li>○ First year "customer journey"</li> <li>○ Pre-Hs "customer journey"</li> <li>○ Introduction of Senior Director of Family and Scholar Experience, Toya D. Releford</li> <li>○ FEC role clarity and support refresh</li> <li>○ Retention dashboard</li> </ul> </li> </ul> <p>The Board discussed mediums to use when communicating with families, 3<sup>rd</sup> party partnerships, collaboration with RTCC, alumni voice, and enrollment numbers.</p>	

IX. Ten Minute Board Recess	The Board retired for a 10-minute recess.	
X. Finance Update	<p>The Board returned to open meeting at 3:40 p.m. and noted the same quorum of the Board was present.</p> <p>L. Berlin provided the presentation on the Finance Update, including the following:</p> <ul style="list-style-type: none"> <li>• Latest enrollment and attendance numbers</li> <li>• Remaining ESSER recommendation</li> <li>• A review of the annual Investment Policy being recommended for Board approval</li> </ul> <p><b><u>ACTION ITEM:</u> Consider and take action on approving the Uplift Education Investment Policy.</b></p>	<p>Upon a motion to approve the Uplift Education Investment Policy, as presented, by L. Melville, and seconded by J. McPherson, the board unanimously voted to approve the motion.</p>
XI. Board Committee Updates	<p>R. Jagers, Chair of the Governance Committee, presented an overview of the Governance Committee and Board Committee assignments.</p> <p>P. Davies and C. VanDeVelde, School Engagement Committee Co-Chairs, discussed the work of the School Engagement Committee and events, such as monthly leader lunches, fall staff appreciation, and the staff basketball tournament.</p> <p>R. Jagers provided testimonials and C. Clark thanked the Board Chairs and Committee members for all their work.</p>	
XII. Administrative Action Items	<p>The Administrative Action Items were presented on by A. Berk.</p> <p>First, A. Berk explained that Uplift, as part of the Texas public school system, must comply with the Texas Open Meetings Act (OMA). The OMA requires the board to approve all meeting minutes and post them to our website. For today's meeting, the board is being asked to approve the minutes from the August 29, 2023, board meeting. The minutes were included in the pre-read</p> <p><b><u>ACTION ITEM:</u> Consider and take action on approving the minutes from the August 29, 2023, Board meeting.</b></p> <p>Second, A. Berk discussed the Luna move resolution and explained that anytime we are going to move a campus, Uplift is required to amend its charter with the TEA. One part of this amendment process is having the Board approve a resolution authorizing the move. The resolution for the Uplift Luna move was included in the pre-read and spells out specifically the details of moving from the Elm Street (Luna Secondary) and N. Lamar (Luna Primary) sites to the new E. RL Thornton Fwy site.</p> <p><b><u>ACTION ITEM:</u> Consider and take action on resolution authorizing and approving for TEA purposes the move of Uplift Luna Prep HS (057803-005), Uplift Luna Prep MS (057803-012), and Uplift Luna Prep PS (057803-107) to their new location at 9743 E. RL Thornton Fwy, Dallas, TX 75228, effective January 1, 2024.</b></p>	<p>Upon a motion to approve the August 29, 2023, Board meeting minutes, as presented, by R. Jagers, and seconded by R. Garcia, the Board unanimously voted to approve the motion.</p> <p>Upon a motion to approve the resolution authorizing and approving for TEA purposes the move of Uplift Luna Prep HS (057803-005), Uplift Luna Prep MS (057803-012), and Uplift Luna Prep PS (057803-107) to their new location at 9743 E. RL Thornton Fwy, Dallas, TX 75228, effective January 1, 2024, as presented, by R. Garcia, and seconded by P/ Davies, the Board unanimously voted to approve the motion.</p>
XIII. Closed Session	The Board retired to closed session at 4:23p.m. to conduct a private consultation with its attorney, pursuant to Texas Government Code 551.071, and to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee, pursuant to Texas Government Code 551.074.	

	The board returned to open session at 5:31p.m. The same quorum of the board was present, and it was noted that the board did not take any action or make any decision(s) on any items during closed session.	
XIV. Adjournment	There being no further business before the before, C. Clark adjourned the meeting at 5:31p.m.	

Respectfully submitted by Alexander S. Berk, Secretary.

